FACTORS AFFECTING THE IMPLEMENTATION OF ORGANIZATIONAL STRATEGY AT THE AFRICAN BRAILLE CENTRE

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UNITED STATES INTERNATIONAL UNIVERSITY

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A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for Executive Masters in Organizational Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY

SPRING 2014
STUDENT’S DECLARATION

I declare this project report has not been submitted to any other college, institution or university other than United States University in Nairobi.

Signed __________________________ Date: _________________________

Mary Njeri Muturi (ID 638148)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed __________________________ Date: _________________________

Dr. Paul Katuse

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ABSTRACT
The objective of this study was to investigate factors affecting the implementation of strategies at African Braille Centre and it was guided by 3 key objectives as follows: To determine the effect of the board of directors on strategy implementation, to determine the effect of internal environment on strategy implementation and to examine the effect of external environment on strategy implementation.

A case study research design was adopted because it offered a profile of relevant aspects which are of interest to the organization, individuals and management. The sampling frame comprised of the board members, management team and the technical staff and the information was sourced from African Braille Centre human resources department. Simple random was chosen as sampling technique and questionnaires used to collect primary data from the respondents. A meeting was held with management team members and board members called and briefed about the study prior to sending the questionnaires. Descriptive statistics such as percentages and frequency distribution were used and data analysis was conducted using the Statistical Package for Social Science (SPSS).

The study established that successful strategy implementation starts with a good strategy formulation by the top of management while the organizational structure organizes resources and arranges people for the work to be done and goals met. Governments plays a key role in shaping operations of an organization through enacting laws, policies and its authority causing effects at the strategic implementation process. Funding is necessary for the survival and development of an organization especially in facilitating execution of its strategy. The study recommends that successful implementation of strategy should start with a good strategy formulation by the top management then passed on to a qualified personnel for execution. There should be an effective organizational structure to facilitate the flow of resources in and out of the company in line with the organization vision and objectives. The regulatory framework should be supportive in ensuring the organization meets its goals and objectives.
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I would like to thank African Braille Center board members and staff who took their time to respond to the questionnaires and the research assistant who worked with me to ensure the data collection process was beyond reproach.
DEDICATION

This project is dedicated to my daughter Tracy Muringa whose encouragement and support gave me the drive to carry on and my discussion group members who were my inspiration and at hand to offer encouragement when the journey got tough.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

A formulated strategy must be implemented before it can be of specific value to an organization. However, barriers to successful implementation of the strategy can arise representing a challenge to management charged with the responsibility of implementing the strategy (Vrakking, 2005). Strategies can be explicit or implicit, or as Mintzberg and Waters (2005) put it, intended or deliberate. Successful implementation requires active and well thought plans which include coordination of multiple actors and planned activities. Schaap (2006) defines strategy implementation as the process that outlines organizational plans into activities and provides clear direction that is aligned to the organizations objectives.

Today’ leaders experience challenges in analyzing the business environment especially because both internal and external forces shape and change the way strategies are implemented. One of the key problems facing many organizations is the tendency to lose sight of their strategic goals due to various challenges resulting to difficulties in allocating available resources to implement planned activities in an effective manner and ensure strategies are effectively implemented as designed (Hiller and Lieberman, 2001).

Strategy formulation and implementation is expected to facilitate alignment of available resources to facilitate a conducive environment to achieve organization’s goal. Good analysis of the organization leadership, both internal and external environment is important in understanding the forces affecting organizational boundaries that can provide both facilitating and inhibiting organizational performance (Pearce and Robinson, 2007). Strategic leaders are required to help organizations successfully face uncertain environments in which they compete towards successful strategy implementation (Sorcher and Brant, 2002).
Strategic leadership is the ability to influence organizations stakeholders and management in day to day decision making process to strategically steer the organization’s short long-term plans (Rowe, 2009). Strategic leadership is responsible for developing and sharing values and vision both of which guides employees to make decisions with minimal control mechanisms. A strategic leader is therefore expected to dedicate time and possess adequate capacity and skills to focus on other priority issues such as adapting the vision to a changing business environment. Tampoe (1990).

The ability of an organization to implement strategy is also dependent on how proactive the organization is in evaluating macro and micro-environmental factors as well as how well they incorporate changes into their marketing strategy. The macro-environment consists of larger societal forces that affect the microenvironment (the organization, donors, government and the public) demographically, economically, naturally, technologically, politically and culturally. The current business environment demands increased consumer awareness that provides a wide array of choices in products and services because environmental changes businesses to become market oriented. As organizations struggle to improve their market share and revenues, they acquire potential customers from competitors through product and service innovations Mintel, (2002). In most businesses, customers increasingly change their providers or switch to different products usually to gain value for their money and easily switch from one business to another to seeking for better services and improved products (Miles, 2004).

It is very important to make decisions on strategic management but they should be based on the understanding of the factors that affect their implementation. Most of the strategies developed by organizations are either intended or emergent although there is no standard framework guiding strategy development processes because they differ over time and in context. Strategies development is conceptualized in indifferent ways by different people and multiple processes are adopted by organizations to guide strategy implementation since organizations evolve as the environment, competitors or strategic priorities change (Johnson et al., 2006).
Faulkner and Campbell (2003) argue that strategists actively seek market opportunities to help them with the unending search for perfect products that no competitor could imitate. This is guided by the fact that strategic management is about “charting how to achieve a company’s objectives and adjusting the directions and methods to take advantage of the changing circumstances” According to (Faulkner and Campbell 2003) the best way of understanding today’s strategic management (types and development process) is by choosing a company and exploiting its strategies and development processes. This is because strategies vary between different organizations and it is therefore important to gain a better understanding of how African Braille Centre formulates and implements its strategies.

The African Braille Centre (ABC) is a regional non-governmental organization based in Nairobi, Kenya. The organization was started in 1987 funded by the then Royal Commonwealth Society for the Blind (RCSB) to produce Braille reading and learning materials to support of blind learners and members of the society. Since its establishment, ABC has been providing Braille learning materials to learners with visual impairment in special schools and mainstream schools in East, Central and Southern Africa. The organization also supports operations in Kenya, Uganda, Tanzania, Malawi, Swaziland and Zimbabwe (ABC, 2014).

ABC is the main supplier of Braille reading materials and audio equipment’s to blind and visually impaired learners in Kenya. Braille materials are provided to learners in over 20 counties in the county an effort that ensures that learners have access to learning materials in accessible formats and learn alongside their sighted peers. ABC’s goal is to ensure that blind students have resources to compete with their sighted counterparts in mainstream education system.

Blind students receive Braille books from ABC in addition to other teaching and learning equipment provided to visually impaired teachers in education institutions. The organization is also involved in training of transcribers to repair and maintain Perkins Braille machines which is used by the children to write down their work for marking. The service is aimed at taking services at school level to avoid a situation where machines
takes long before they are repaired when they breakdown leaving learners with no equipment to use (ABC, 2014).

ABC jointly with other stakeholders in the disability sector undertake the role of lobbying government and advocating for the welfare of persons with disability to access education services as provided for by the disability act which enforces the rights of persons with disabilities, ‘Persons with Disabilities Act, 2003’. ABC inspects the adequacy of Braille library within schools integrating learners with visual impairment as well as Kenya National Library network at county levels and lobbies for adequate equipping of the facilities (ABC, 2014). Due to its technical expertise in the field, ABC promotes and enhances education and professionalism amongst persons with visual impairment by providing technical expertise to institutions and individuals access quality materials and devices through its linkage with international suppliers of some of the devices not available locally.

However, the road towards the achievement of the vision and mission of ABC in addressing issues of disabilities in general and in particular issues of visual impairment has not been successful (Kiprotich, 2008). Ojala and Tyrvainen (2008) points out that one of the key challenges faced by organizations is how to implement its strategy taking into consideration inadequate resources that act as a barrier for its effective roll out. Therefore, for an organization to be successful, it needs to be aware of the surrounding environment and devise effective ways achieving both the short and long term strategic objectives.

1.2 Problem Statement
There are few researchers who have focused on the factors affecting the implementation of strategies in organizations. For instance, Gitau (2011) conducted a study on the market growth strategies employed by multinational companies in Kenya. The findings indicated that the company’s exploitation of new product users plays a very crucial role in market penetration and the company’s differentiation of its products enhances buyer wellbeing and meets customer needs.
Another study that focused on the implementation of strategies included Mungai (2011) which assessed market growth strategies in the local financial institution using a case of Kenya Commercial Company guided by the following research objectives: To highlight the effect of market penetration as a market growth strategy adopted by local financial institutions, the effect of product development as a market growth strategy adopted by local financial institutions, the effect of market development as a market growth strategy adopted by local financial institutions and the effect of diversification as a market growth strategy adopted by local financial institutions.

The study established that a company can increase its market share by implementing a combination of competitive pricing strategies, innovation through introduction of new products into existing markets, selling existing products into new markets and product diversification. These studies focused on marketing strategy in profit making institutions but there are few studies dedicated to the implementation of strategies in nonprofit making sector. In light of the above background, the study aims to bridge the gap by looking at the factors affecting strategy implementation. Mungai (2011)

Hrebiniak (2006) argues that formulating strategy is a hard task but even more complicated during its implementation. Thompson and Strickland (2003) also confirms that the strategy implementation is complicated and time-consuming part of strategic management Schaap (2006). Kiprotich (2008) also conducted a study on strategy implementation and its challenges using the case of ABC and it was revealed that strategy implementation was not well structured and lacked implementation framework. The study indicated that there were many shortcomings that emanated from low awareness levels on strategy formulation and implementation amongst staff and inadequate communication in the organization on strategic direction.

It is therefore important to acknowledge there are key challenges affecting strategy implementation in today’s organizations. There are key factors that influence the success of strategy implementation, ranging from communication to systems or mechanisms in place for co-ordination and control. It is on this basis that the study aims to better understand the issues affecting successful strategy implementation.
1.3 General Objective
The main objective of the study was to investigate the factors affecting the implementation of strategies at African Braille Centre.

1.4 Research Objectives
The study was guided by the following specific objectives:

1.4.1 To determine the effect of the board of directors on strategy implementation.
1.4.2 To determine the effect of internal environment on strategy implementation.
1.4.3 To examine the effect of external environment on strategy implementation.

1.5 Significance of the Study
The study can benefit the following stakeholders:

1.5.1 Management of African Braille Centre
The study can be important to the African Braille Centre management in understanding the factors that affect their strategy implementation approach. This study can also assist the organization evaluate the leadership aspects of the board of directors; critically analyze internal and external environmental strategies to enhance strategy implementation. In addition, the findings that can be gathered from the study can help the management of ABC to review their strategies in relation to leadership, internal and external environmental factors.

1.5.2 Donors and Partners
The report can provide useful insight of the organization and progress made in implementing components of current strategy. Donors and partners can get a better understanding of other external factors affecting the implementation process and jointly work with board members and management to jointly address the challenges.
1.5.3 Other Collaborating Institutions
African Braille Centre is working in collaboration with other actors in the same field who are also experiencing similar challenges. These institutions can benefit from recommendations which they can adopt to address institutions specific challenges.

1.5.4 Scholars and Academicians
This study can provide necessary information on how the board of directors, internal and external environment affects the implementation of strategies. The researchers can use this study as a springboard for further research on strategic implementation practices in other sectors. The research can further serve as a source of information and study material or as guideline for both University lecturers and students in analyzing factors affecting strategy implementation.

1.6 Scope of the Study
The main purpose of the study was to investigate the factors affecting the implementation of strategies at African Braille Centre. The study was based on the employees of African Braille Centre countrywide. The relevant population will provide in-depth knowledge on the strategic management practices in relation to the leadership, internal and external environmental factors. The survey was carried out for a period of four weeks.

1.7 Definition of Terms
1.7.1 External Environment
A firm’s external environment consists of all factors and forces that influence the firm’s strategic options and define the firm’s competitive situation. These are uncontrollable factors outside the organization meaning they are beyond the organizations capabilities Kotler( 2000).

1.7.2 Internal environment
This constitutes the firms internal capabilities which influence how an organization carries out its mandate. These factors are within the firm’s capabilities and can be controlled Bowman (2003).
1.7.3 Strategy
Strategy refers to a large scale, future oriented plans for interacting with the competitive environment to achieve company objectives (Pearce and Robinson, 2007).

1.7.4 Strategy Implementation
According to Schaap (2006), strategy implementation is the process that turns plans into activities and ensures that they are executed in a manner that accomplishes the plan’s stated objectives.

1.7.5 Strategic Leadership
Hoskisson (2005) defines strategic leadership as the ability to influence, envision, maintain flexibility and empower others to create strategic change as necessary. A primary goal of a strategic leader is to gain a better understanding of the business conditions, the environment and other aspects that identify the challenges of the future.

1.8 Chapter Summary
This chapter gives an insight into the problem under study. The chapter presents six main sections. The first section provides the introduction and the background of the study. The second section looks at the problem statement of the research. The third section identifies the research objectives. The fourth section highlighted the significance of pursuing the study. The fifth section deals with the scope of the study and the sixth section provides the definition of terms. The next chapter is on the literature review.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature on the factors affecting the implementation of strategies. The first section of the study reviews literature on how the board of directors affects the implementation of strategy. The second section explores literature on how the internal environment affects the implementation of strategy and the third section analyzes literature on how the external environment affects the implementation of strategy ending with a chapter summary.

2.2 Board of Directors Effect on Strategy Implementation

2.2.1 Strategy Formulation, Involvement and Ownership

Successful strategy implementation starts with a good strategy formulation and if the strategy is not well formulated it is deemed to fail from the start, O'Brien (2009). It is therefore important to involve key employees from different levels of the organization in the formulation process and ensure a good strategy is formulated (Pearce and Robinson, 2007). The involvement process aims at ensuring knowledge and skills from all organizational levels are engaged to achieve the organisation's ultimate goal. Top management which includes the board directors is responsible for providing direction through strategy development process taking into consideration available organisational resources and prevailing market conditions Dessler (2004). Involvement of key personnel in the process is also known to create ownership and support by all actors which is crucial for the success during the implementation stage (White and Burton, 2007).

Takeuchi and Jiatao (2008) emphasises that staff involvement should also be at all levels including during the detailed planning process to increase their commitment and understanding of their role in implementing the plan. Determination of strategic decisions and planning should also include a thorough analysis of internal and external risks that the organization may face during implementation. Strategies to address key barriers are developed although it is not realistic to expect that all potential risks will be identified. However, the process will give the organization an opportunity to create contingency plans for the identified risks, Schaap, (2012).
2.2.2 Communication

Pearce and Robinson (2007) identified communication as an important factor in strategy implementation. It is important for the board of directors to develop a comprehensive communication strategy to coordinate key elements of the programme. Companies are known for continuous change of their strategies in response to the changing business environment which is always as a result of change in management whose responsibility is on senior management team of the organisation. Takeuchi and Jiatao (2008) notes that the role of the board of directors is to facilitate effective communication between senior management and employees and translating strategy into periodic implementation plans.

According to Rudd, Greenley, Beatson and Lings (2008), successful companies are differentiating themselves by means of skills and competences that lie in their staff hence the role of middle managers in strategy implementation is gradually becoming important. In the past, strategy implementation was regarded more a less important than strategy formulation since companies and researchers invested very little resources in it. Schaap (2012) however noted that the process was overlooked because of the assumption that anyone could implement a properly formulated strategy. It has however been confirmed that most people do not actually understand the process Saffold (2005).

Poor or ineffective communication from top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems jeopardizing the implementation and therefore, not able to provide timely response (Beer et al., 2000). The information flow does not only include people communicating with each other but also information systems through which management is monitoring the implementation efforts. These, are in some cases, also not providing adequate information towards top management Al-Ghamdi (1998).
Once a strategy has been formulated, effective communication is critical to ensure successful implementation. Management takes the responsibility to inform all employees about the content and components of the new strategy which is done in a consultative process. The aim is to ensure all employees have a common understanding as well as outlining their new responsibilities towards strategy implementation. Throughout the implementation process, communication channels remains open to allow management opportunity for continuous monitoring of the implementation process and determine whether any changes are needed (Neilson et al., 2008).

2.2.3 Resources
Sufficient resources are a crucial factor in strategy implementation. Lack of /inadequate resources on the other hand, may lead to the failure of strategy implementation which in most cases takes more time than expected or planned, Schaap (2012). Porter (2005) suggests that board members sometimes underestimate the time needed to complete a strategy implementation especially if priorities are not properly set out. It should therefore be clear to all employees involved in the implementation priorities set out for execution which includes activity schedules to monitor regular day to day work and other projects. If priorities are not defined properly, it could either compromise attention given to strategy implementation or vice versa resulting to conflict amongst team members. (Neilson et al., 2008).

Inadequate skills and abilities of the board of directors involved in the strategy implementation have also been found to cause problems especially of relevant skills were not taken into consideration during the board composition period (Beer et al., 2000). Important to note is that in most cases employees do not always receive adequate training and instructions to be able to perform their roles effectively especially in strategy related tasks. (Al-Ghamdi,1998). Sufficient funding is needed for effective implementation process.
Organisations should ensure Board of Directors have relevant skills to deliver the strategy and ensure employees have enough time to dedicate to the implementation process. They should either be freed from other tasks or they should understand the priorities given to their different tasks. Enough time should, in general, be allocated to the implementation process Higgins, (2005).

2.2.3 Ownership
Strategy implementations in most cases fail due to lack of ownership of the strategy and implementation process. Rudd et al. (2008) if the strategy is not owned by management and employees, the organization may end up achieving very little hence delays in achieving the intended purpose. Moreover, when Board of Directors are also not monitoring implementation, ownership is lost since they are not in touch with realities and may not be in a position to address factors affecting implementation in good time. This may lead to delays and hence more time and resources are needed for the implementation, or overall failure of implementation process (Corboy et al, 1999). On the other hand if affected employees and managers are not at all involved in the strategy formulation, they end up not being adequately prepared hence not owing the process. Takeuchi and Jiatao, (2008)

2.2.4 Tasks and Responsibilities
Unclear tasks and responsibilities often results in failure and in this regard, employees tend to focus on departmental structures and operations while the organization enhances performance of cross-functional systems in order to improve internal coordination mechanisms, Schaap (2012) Lack of clarity on strategic objectives, tasks and activities amongst employees could also have negative impact on the implementation of strategy. When the strategy is not fully understood by those involved in implementation it becomes difficult for them to effectively work towards the set goals. Moreover, if employees are not clear of their responsibilities conflicts may arise between implementing parties, or activities may be forgotten all together (Beer et al. 2000).
2.2.5 Exercising Leadership

Ineffective leadership is one of the key hindering factors in strategy implementation due to ineffective coordination. Beer and Eisenstat (2000) emphasizes on importance of clear strategic direction, which describes different ways in which senior management can be ineffective. In cases where board of directors bypasses middle management, and directly obtain information from employees it causes disharmony within the system and affects performance to the implementing team members. Beer and Eisenstat (2000) notes that leadership in teams does not make the necessary trade-offs during the implementation but instead, they formulate unclear strategic objectives which do not provide clear strategic direction. The level of effort and commitment by all actors determines the success of strategy implementation. However, the input of the middle managers levels of competence is underestimated at the formulation stage and it is not surprising that Kaplan and Norton (2001) found that as few as five percent of a typical workforce understand their organization’s strategy.

2.2.6 Management of Uncertainty

Thompson, Gamble and Strickland (2006) emphasises that middle managers experiences uncertainty during change processes and it is the responsibility of senior management to be mindful and manage the process effectively and ensure it does not affect the quality of strategy execution in the end. There is not much evidence on the type of uncertainty experienced but it is apparent that in most organisations, middle managers sometimes are not adequately prepared to manage the uncertainties leave alone strategy implementation. Desimone, Werner and Harris, (2002). What this means is they sometimes managers also do not have sufficient time to dedicate to the process as well as guide other employees to rollout the implementation process. McKinley and Scherer (2000)

The board of director can reduce strategy uncertainties in various ways which include direct involvement in strategy formulation, support from senior management, improved communication between all actors, periodic meetings with employees, role clarity and peer interaction. Schaap (2012) however shares a different view because he views uncertainties as a catalyst that encourages innovation and adaptability that in the end prompt manager’s to find ways of dealing with them.
2.3 Internal Environment Effect on Strategy Implementation

An organization internal environment is defined as the forces that operate inside the organization which positively or negatively affect organizational performance (Pearce and Robinson, 2007). Internal business environment therefore involves factors such as skills, resources, product adaptation and competitive advantage meaning the organization must have the perquisite skills to market its products to diverse range of customers. Any organization that enters the market must have adequate information and capacity with prerequisite skills necessary within their network to market their products and services. Dessler (2004) notes that internal environment deals with management processes which must be in line with training initiative which is one of the most powerful tools used to change company culture which is enforced so as to achieve strategic goals and objectives.

Fred (2003) describes some of the key competencies and resources that are found in internal environment of a business organization as corporate resources, production processes, marketing skills, finance and human resources. Any organization before venturing into a business must evaluate requirements for new entry to the new markets and assesses whether it has the necessary financial resources to compete within these markets. Pearce and Robinson, (2007). Organization resources includes structure, size of the firm, communication network and overall organizational control systems which are systematically used to make decisions; strategic planning to bring together intra-organizational synergy and strengthen management teams to enforce and ensure effective use of policies, procedures and rules. (Dessler, 2004).

2.3.1 Organization Structure

According to Watson (2002), an organizational structure refers to the way that an organization arranges people and jobs to achieve set goals. The structure is dependent on the size of organization, number of employees and the scope. The structure is used to facilitate flow of resources in line with the organization vision and objectives (Watson, 2002).
White and Bruton (2007) explains that for an organization to achieve its objectives, tasks should be allocated effectively to various functional areas while Rees and Porter (2001) describes the main purpose of structure as a tool that ensures proper communication and coordination within the organisation and its customers. He attributes organisational culture as an influencing factor for the leaders, managers and workers in a manner in which they develop relevant capacities and implement its corporate strategies (Lynch, 2000). Therefore, the organization structure is critical and provides support towards implementation and monitoring of the business strategic plan.

2.3.2 Organization Culture
Stokes and Wendy (2008), points out that organization culture informs how responsibilities and authority is distributed within an organization in line with informal rules/regulations created and maintained that define what is right or wrong. Holt (2004) indicates that 52% of all businesses fail because management is unable to separate structure and culture hence the failure to resolve issues affecting implementation. Through the structure, strategy implementation plans are broken into activities which guide delegation of different tasks to people. This encourages innovation and quick adaptation to changing conditions as well as strategy implementation.

2.3.3 Human Resources Factors
Human resource is critical to organizations survival and prosperity of a rapidly changing environment. Organizations have to consistently use various strategies at different levels to become more competitive and profitable (Peeling, 2005). One of the key areas of enhancing competitive advantage is human resource development which is critical to effective delivery of organization strategy. In this respect, African Braille Centre therefore requires a comprehensive approach to human resource development that includes putting in place structures and systems such as broad educational reforms; encouragement of entrepreneurship, business skills acquisition and ongoing training and enhancement of human resources and appropriate governmental support programs (Chang and Huang, 2005).
Human resource management refers knowledge; skills and attitudes that a firm needs to compete successfully in the market” Kreitner, (2001). The best practices of human resource development should therefore include recruitment, training, staff appraisals, and compensation systems that can directly and indirectly improve organizational performance. However, Chang and Huang (2005), notes that human resource should focus less on the traditional functions such as staffing training, appraisal and compensation and focus on team-based job designs, flexible workforces, quality improvement practices, employee empowerment and incentive compensation in order to improve firms performance and create competitive advantage.

Today, organizations needs trained staff in Information Technology (IT) to successfully venture in the markets as improved IT skills enable more efficient management of the business. Other desirable skills such as language and cultural expertise, legal and logistical knowledge are required for coordination purposes. Therefore, Pearce and Robinson (2007) notes that for strategies to succeed managers have to make use of highly situational features to bring about human resource management change that demonstrates the need for business and people change, linking human resource management action to organizational needs as means not an end which emphasises on complementing efforts other than competition within the system.

2.3.4 Information Systems Factors
Information system functions include timeliness and accuracy of information in relation to sales, operations, cash, suppliers, and relevance of information for tactical decisions. (Pierre and Bernard, 1999).Information system is therefore critical to effective operations company because of its accuracy in providing real time information on prices and other market information that helps in reducing risks and transaction costs and enables market participants to plan and coordinate their production and trading activities (Giovannucci and Koekoek, 2003).
White and Bruton (2007) observes that the degree of technological changes affect the implementation of strategies due to rapid technological changes that may be harmful to strategy implementation and vice versa. New technology has improved the ability of companies to process data, but calls for systems to be designed and adapted to incorporate the changes in corporate strategy. This means that different types of systems would be incorporated or if already in existent made more sophisticated to accommodate the change.

2.3.5 Financial Factors
Finance departments in many organizations focus on the ability to raise short-term and long-term capital, debt equity ratio, corporate level resources and cost of capital relative to competitors (Saffold, 2005). However, there are various factors that affect finance functions key being the ability of the organization to raise short-term and long-term capital, debt-equity ratio, corporate level resources, taxes, cost of entry and barriers to entry, price-earnings ratio, and working capital, effective cost control, financial size and the cost of capital relative to competitors (Watson, 2002). The efficiency and effectiveness of accounting system, liquidity, profitability, activity and investment opportunity also form part of factors affecting the finance function (Pearce and Robinson, 2005).

If an organisation lacks strong finance systems, its ability to undertake finance strategic functions is limited and therefore not adequately prepared to undertake its function of providing internal information such as management accounting functions (Watson, 2002). Resource mobilization and investment decisions in the organization are a critical component in the implementation of organization strategy without which execution will not be possible. It is important therefore to ensure strong budget management and financial record keeping is enforced to achieve of organizational goals and objectives as stipulated in the strategy (Saffold, 2005).
2.3.6 Management Functions as a factor of Internal Environment
Management functions comprises of planning, organizing, allocation of resources, directing and controlling an organization or effort for the purpose of accomplishing set goals. Resource allocation includes human resources, financial resources, technological resources, and natural resources (Stephen and Coulter, 1999). One of the key management functions is to coordinate stakeholder’s efforts which include staff retention through training, career development and motivation for effective performance of their key tasks. In addition, the management also has the task of innovating and of improving the functioning of organizations (Rees and Porter, 2001) which means all management functions must coordinated well to achieve business objectives.

2.4 External Environment Effect on Strategy Implementation
No business organization can exist in a vacuum; each is set in a particular country and region to which it is linked. This kind of setting provides multiple contexts that influence how the organization operates, how and what the business produces. External environment is an important factor of consideration in understanding the organization business environment and its competitive advantage. Businesses must therefore undertake an analysis of the external environment to understand the forces outside organizational boundaries that shape their operations Stimpson (2002). Forces outside the institutions have a considerable bearing in which the external environment provides both facilitating and inhibiting influences on organizational performance. Multiple influences in the surrounding environment forms the boundaries within which an organization is able to function and these influences how an organization defines itself and articulates what is good and appropriate to achieve its goals (Pearce and Robinson, 2007).

2.4.1 Economic Factors
Inadequate funding for investment generally translates into lack of sufficient funds to buy equipment and machinery used for production process hence hampering an organizational ability to implement its strategy, Pearce and Robinson (2007). It is therefore important to acknowledge that funding is necessary for the survival and the development of local NGOs (Vincent, 2006).
NGOs require external funding sources to respond to the environment, and although some NGOs can afford to establish emergency operations for short periods without external support, many eventually turn to global funding sources such as United Nations, United Kingdom, government grants, foundations, communities, individuals and umbrella bodies that provide funding on behalf of another agencies or organization. To appreciate the challenges of financial sustainability it is necessary to understand the potential sources of revenue for the NGO sector (More 2005). While there is tremendous variation in sources of NGO revenue among countries and NGOs within any sector, there are identifiable trends of NGO financing mostly by international NGO’s supporting local initiatives.

Lee (1997) established that there are three sectors from which NGOs can derive their resources. These are the private sector, the general public and government/public sector. Resources from each of these sectors is from both external and internal sources (i.e. International and local domestic or municipal public and private donors). More (2005) notes that NGO revenue falls within three broad categories which is government funding, individual giving and self-generated income. Barr (2005) in their study of local NGOs in Uganda identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding received in 2001 in Uganda. Grants from bilateral donors were second followed by grants from local governments. An average NGO is less likely to receive funding from these three sources while at the same time local NGOs derived very little revenue from members and non-members (More, 2005).

Individual giving usually comes in the form of cash and in-kind donations from individuals, businesses, and foundations or other grant-making legal entities. Donations and gifts, mostly from individuals or informal groups are also sources of funding for NGOs. Lotsmart (2007) also noted that donations also come from individuals or groups such as churches, foundations and private firms. Fernand (2006) and informs that external financing comes with strings attached especially on local NGOs especially on how the funds should be used.
The biggest challenge for the local NGOs is managing demands from its donors while trying to keep the funding sources up due to fear of losing the financial aid since it would have severe consequences that will affect its operations in regard to their work and administrative support. Contractual arrangements often contain negative restrictions or conditions for the NGOs Fernand (2006). Having adequate resources is important because they are needed in recruitment of the best qualified workers and implementation of strategy Desimone, Werner and Harris (2002). Scanning of internal and external environment is important to identify opportunities and threats and to enable the development of appropriate strategies to explore the opportunities and overcome the threat while marketing creates awareness. Therefore, an organization such as ABC needs financial resources to lend its services to the disabled and visually impaired persons.

2.4.2 Social Factors

The social factors includes the cultural, ecological, demographic, religious, educational, and ethical factors that affect the firm in its efforts of satisfying people's desires and needs in the changing business environment Kibera (1996). Establishing an organization such as ABC without considering the need for blind people, schools and institutions may lead to the failure of implementing its strategy. Africa Braille Centre has the responsibility of improving the welfare of visually impaired children and living conditions within education institutions. At personal level, the major concern for persons with disability is their limited ability to perform ordinary daily activities ABC (2014).

Persons with disability also experiences psychological problems and as a result may become depressed because their disability makes them different from other people. However, some disabled people think of their disability as a challenge, and this attitude helps them overcome the challenges, ABC (2014). Social relationships can also be difficult for people with disabilities due to low awareness amongst nondisabled persons who constantly remind them of their disabilities. One of the most important things a disabled person must learn is how to put others at ease Moore (2005).
In family life, things may change considerably if some member becomes disabled. Other members of the family have to fill certain roles in the household and difficulties can arise if these roles change. Adjustment problems may occur if a parent who is the provider becomes incapacitated and can no longer provide for the family while on the other hand, children may have trouble accepting new roles in the household Fernand (2006). Ignorance of most individuals creates problems for people with disabilities. The majority of people do not realize how much a disabled person can achieve. As a result, they may exclude a disabled person from community activities, such as athletic events and theatrical productions.

Some employers hesitate to hire a disabled person because they believe disabled persons may not have necessary skills to perform their tasks effectively Barr (2005). However, work records show that persons with disability performs better than non-disabled persons in many areas and have tendency of holding their jobs longer so organizations can depend on them to deliver for them. Although they have limited ability to move around, many disabled people may lack access to certain facilities such as schools where a student or teacher in a wheelchair needs ramps instead of stairs, toilets with wide stalls and other structural aids Fernand (2006).

Special education is designed to help children with disabilities use their full learning ability and effectively compete with non-disabled persons. It includes instruction at home, schools, hospitals and specialized institutions. Teaching disabled children requires special skills and materials for instruction purposes. A specially trained teacher may be needed to teach mentally retarded children to care for themselves and to instruct them in basic school subjects. Partially sighted children may require books with large print while blind children learn through braille books and audio books ABC (2014).

2.4.3 Political Factors
The political factors define the legal and the regulatory issues within which the firm conducts its business. Firm’s encounters political barriers through unfair trade decisions, legal requirements, government tax, minimum wage legislation, pollution, and unfair pricing policies (Pearce and Robinson, 2007).
Saffold (2005) argues that, governments can shape the operations of an organization through enacting laws, policies and its authority causing effects at the strategic implementation process. For instance, it is a government requirement that children are accorded special protection and care at all times, including to improvement and development of their education skills, in consideration of their physical disabilities.

Article 43 of the Bill of Rights protects the rights to education. In the last few years, the education system in Kenya has recorded major developments where in 2003; the new Kenya Government fulfilled its election pledge to provide free primary education. This pledge saw one million pupils join public schools. Today, enrollment stands at close to nine million from 5.9 million in 2002. Each pupil receives an allocation of Sh 1, 020 ($12.75) a year for learning materials and to meet general school costs which is paid directly to schools. An additional Sh 2,000 is allocated to children with special needs for procurement of specialized learning materials. Schools also received additional funding to facilitate infrastructure development, water and sanitation. Another landmark is the introduction of free tuition secondary education in 2008. Each student is allocated Ksh.10, 110 a year for curricula and co-curricular cost Ojiambo and Peter (2009).

University education, too, has expanded and Kenya has 44 universities, seven public and the others private spread through the country with an enrollment of about 145,000 students. Technical education has also made great strides with Kenya and Mombasa polytechnics that have been upgraded to university colleges offering degree programmes, while funding to technical institutes, technical training college and colleges of technology has increased, youth polytechnics have been boosted and now offer many courses Musset (2010). From an average 10,000 student admission in 2002, public universities had an enrollment of 24,000 in 2010. Enrollment at the university level has been boosted by the 10-year old parallel degree programme in which working professionals and high school leavers enroll for courses of their choice as part of the rights to education as stipulated in Article 43 Ojiambo and Peter (2009).
In addition, access to educational institutions and facilities for persons with disabilities has also been integrated into the new constitution. Article 43 indicates that the State shall take measures, including affirmative action programmes, to ensure that the youth access relevant education and training. Also, the State has put in place affirmative action that ensures that minorities and marginalized groups are provided special opportunities in educational and economic fields (Musset, 2010).

2.4.4 Technology Factors
The technological factor is also constituted in the remote environment. Technological change is the engine of long term business growth. All organizations must strive to understand the existing technological advances that can affect their performance and strategy implementation (Reeder, Brierty and Reeder, 2001). Since we are living in the high tech era, most organizations require human resource activities that require specialized expertise.

Many organizations are also developing sophisticated databases to centralize all human resource information to provide real time information for strategic manpower planning and other reporting activities. Therefore, the challenge for many companies today is to learn and familiarize themselves with the new technological innovations that are efficient in running the day to day functions of the companies (Desimone, Werner and Harris, 2002). In addition, technology must be linked to an organization’s objective and of course must relate to the implementation of strategy. At ABC, the organization is providing special skills and materials for people with disabilities as blind children are learning through braille books and Audio books (ABC, 2014).

2.5 Chapter Summary
This chapter reviewed literature on the factors affecting the implementation of strategies. The first section of the study reviewed literature on how the board of directors affects the implementation of strategy. The second section explored literature on how the internal environment affects the implementation of strategy and the third section analyzed literature on how the external environment affects the implementation of strategy. The next chapter deals with the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The study aimed to determine the factors affecting the implementation of strategies. This chapter highlights the various methods and procedures the researcher adopted in conducting the study in order to answer the research questions raised in the first chapter. The chapter was organized in the following structure: the research design, study population, sampling method and procedures, data collection method, data analysis, ethical issues and lastly the chapter summary.

3.2 Research Design
According to Robert (2000), every research study has a design whether implicit or explicit. Researchers seek to use strong designs to strengthen the validity and to ensure that the data is collected properly to address the research topic. Research design is therefore a logical blue print which serves as “logical” plans often referred to as logistics plans needed to cover the management which includes coordination of the research. It enables the investigators to come up with solutions to identified problems by describing the process involved in the study design that the researcher decides to adapt to structure data collection, analysis and interpretation.

The design of the study was a case study and according to Gill and Johnson (2010), a case study can be defined as a holistic approach for investigating phenomenon within its natural context. The phenomenon includes an event, activity, a problem or individuals. The context refers to the condition where the event or activity occurs. The boundaries are set in terms of time, place, events, and processes. The holistic inquiry approach involves the collection of in-depth and detailed data that are rich in content and involve multiple sources of information including direct observation, participant observations, interviews, audio-visual material, documents, reports and physical artefacts.

The multiple sources of information provide the wide array of information needed to provide an in-depth picture. The study gathered information from different organs of the organization on strategy implementation, identify influencing factors and challenges if any that are experienced in the process of implementation.
Information was also be gathered on roles of staff, management and board members in implementing different components of the strategy. Therefore, the study adopted a quantitative approach in investigating the factors affecting the implementation of strategies as a dependent variable. The independent variables included: board of directors, internal environment and external environment.

### 3.3 Population and Sampling Design

#### 3.3.1 Population

According to Mugenda and Mugenda (2003), population is a complete set of individuals, cases or objects with some common observable characteristics. The individuals selected from a sample and the large group from which they were selected is the population. A particular population has some characteristics that differentiate it from other populations (Cooper and Schindler, 2003). In this case, the total population of 30 was considered for the study indicated on the total population distribution.

<table>
<thead>
<tr>
<th>Strata</th>
<th>Total Population</th>
<th>Percentage of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Members</td>
<td>7</td>
<td>23.3%</td>
</tr>
<tr>
<td>Management team</td>
<td>4</td>
<td>13.3%</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>19</td>
<td>63.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

#### 3.3.2 Sampling Design

##### 3.3.2.1 Sampling Frame

A research sampling design is a research plan that indicates how cases are to be selected for observation. The design therefore maps out the procedure to be followed to draw the study’s sample. A sampling frame is a list of elements from which the sample is actually drawn and is closely related to the population under study (Cooper and Schindler, 2003). In this study, the sampling frame comprised of the board members, management team and the technical staff and the information will be sourced from African Braille Centre human resources department.
3.3.2.2 Sampling Technique
The study adopted a non-probability sampling technique which was purposive sampling technique. In purposive sampling, the researcher sought information from a three specified predefined groups: board members, members of the management team and technical staff who were approached and sampled with the questionnaires.

3.3.2.3 Sample Size
Ligthelm and Wyk (2005) describe the sample size as a smaller set of the larger population. However, since the sample size is small the sample population was based on a census and a sample of 30 respondents from three stratas as indicated in Table 3.2.

Table 3.2: Sample Size Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Population</th>
<th>Percentage</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Members</td>
<td>7</td>
<td>100</td>
<td>7</td>
</tr>
<tr>
<td>Management team</td>
<td>4</td>
<td>100</td>
<td>4</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>19</td>
<td>100</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Method
The study used primary data collection method and data was gathered by the use of questionnaires to solicit information from the respondents. On the questionnaires, closed ended questions elicited quantitative data. Each respondent was asked exactly the same questions, in the same order and therefore ensuring comparability and reliability. The approach was instrumental in ensuring consistency, accuracy and comparison of the accuracy of the question responses.

The questionnaire was organized in the following ways: the first section looked at the general information of the respondents. The second section established the effect of the external environment on strategy implementation. The third section examined the effect of internal environment on strategy implementation. The fourth section determined the effect of marketing mix strategies on strategy implementation. A 5-point likert scale was applied and it consisted of a series of statements that expressed strongly agree to strongly disagree.
3.5 Research Procedures
A meeting was held with management team members to discuss the purpose of the study and respondents were called and requested for their time prior to sending the actual questionnaire. A pilot test involving 2 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questionnaires. This ensured the reliability of the data collection instruments used. After the amendment of the final questionnaire, the researcher explained the purpose of the research and sought permission from the company to carry out the actual research. The final questionnaires were distributed to the respondents with the help of research assistant. This enhanced the speed of data collection. Each completed questionnaire was treated as a unique case and a sequential number given to each. Filling the questionnaire took approximately 10 minutes. The collected data was edited and entered into the Statistical Package for the Social Sciences (SPSS) software to enable the carrying out of the analysis.

3.6 Data Analysis Methods
To ensure easy analysis, the questionnaires were coded according to each variable of the study and descriptive statistics used. According to McDanile and Gates (2001), descriptive analysis involves a process of transforming a mass of raw data into tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data. In this study, the descriptive statistics such as percentages and frequency distribution was used to analyze the demographic profile of the participants. The demographic data was tabulated using frequency and percentages. In order to describe the data, the study used means of each variable. The results of the study were presented using tables and figures. Data analysis was conducted using the Statistical Package for Social Science (SPSS).

3.7 Chapter Summary
This chapter presents the various methods and procedures the researcher adopted in conducting the study in order to answer the research questions raised in the first chapter. The chapter is organized in the following ways: the research design, population and sample, data collection methods, sampling design and sample size, research procedures and data analysis. The next chapter presents the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the findings of the primary data collected from the field using the questionnaire as a data collection tool. The general objective of this study was to investigate the factors affecting the implementation of strategies at African Braille Centre. The study was guided by the following research objectives: To determine how board of directors affects the implementation of strategy, to determine how internal environment affects the implementation of strategy and to examine how the external environment affects the implementation of strategy. There were twenty five questionnaires which were distributed and the responses were twenty questionnaires which created a response rate of 67%, sufficient enough to answer the research objectives as indicated in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Members</td>
<td>7</td>
<td>4</td>
<td>57</td>
</tr>
<tr>
<td>Management team</td>
<td>4</td>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>19</td>
<td>14</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>20</strong></td>
<td><strong>67</strong></td>
</tr>
</tbody>
</table>

4.2 General Information

The general information sector outline the research gender, the respondent age range, work experience at ABC and in their current position, respondent education level, management level and how they were satisfied with the implementation of the organization strategy.

4.2.1 Gender of Participants

The researcher sought to find out the gender of the target respondents involved in the study. The findings in Figure 4.1 illustrates that 20% of the respondents were females as compared to 80% male. Thus, the findings indicate that majority of the respondents were male.

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4.2.2 Age Range of Participants

The researcher sought to find out the age of the target respondents involved in the study. The findings in Figure 4.2 established that most of the respondents were above 50 years, 30% between 29-39 years and another 30% between 40 to 50 years. Thus, the findings indicate that most of the respondents are above 50 years.
4.2.3 Work Experience of Participants at Africa Braille Centre

The researcher sought to find out the work experience in working for Africa Braille Centre from the target respondents involved in the study. The findings in Figure 4.3 established that 40% of the respondents had less than 3 years work experience, 20% between 5 to 10 years and 40 had worked between 11 to 15 years. Thus, the findings indicate that majority of the respondents were well experienced.

Figure 4.3: Work Experience of Participants at Africa Braille Centre

4.2.4 Work Experience of Participants in their Current Position at ABC

The researcher sought to find out the target respondents work experience in their current position at ABC. The findings in Table 4.5 established that 89% of the respondents had less than 5 years work experience in their current position and 11% had between 5 to 10 years work experience in their capacity at ABC. Thus, the findings indicate that majority of the respondents were familiar with the strategic plans at ABC.

Table 4.2: Work Experience in the Current Position at ABC

<table>
<thead>
<tr>
<th>Work Experience in the Current Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5yrs</td>
<td>16</td>
<td>89</td>
</tr>
<tr>
<td>5-10yrs</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>18</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.5 Education Level of Participants
The researcher sought to find out the education level of participants. The findings in Figure 4.4 established that 50% of the respondents had college education, 13% undergraduate education and 38% had graduate level of education. Thus, the findings indicate that majority of the respondents were relatively educated.

Figure 4.4: Education Level of Participants

4.2.6 Management Level of Participants
The study sought to determine the management level of participants. Table 4.7 indicated that 20% of the respondents were Board Members, 10% of the respondents were in the management team and 70% worked as technical staff. The findings indicated that majority of the respondents were technical staff.

Table 4.3: Management Level of Participants

<table>
<thead>
<tr>
<th>Management Level of Participants</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Members</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Management team</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>14</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.7 Satisfaction with the Implementation of Organization Strategy
The research aimed to determine whether the respondents were satisfied with the implementation of organization strategy from the respondents involved in the study. Table 4.4 indicated that majority of the respondents (60%) agreed as compared to 40% of the respondents who disagreed. Thus, the findings indicated that majority of the respondents agreed that they were satisfied with the implementation of organization strategy.

Table 4.4: Satisfaction with the Implementation of Organization Strategy

<table>
<thead>
<tr>
<th>Satisfaction with the Implementation of Organization Strategy</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>60</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Board of Directors Effect on Strategy Implementation

4.3.1 Effect of the Board of Directors in Strategy Execution
To find out the effect of the board of directors in strategy execution from the respondents involved in the study. It was found out that 60% of the respondents agreed that the board implements their strategic plans to the achievement of the organization goals at a mean of 3.33. Second, many respondents agreed that the board gives the direction to bring success to the achievement of the organization goals at a mean of 3.22, also the board provides the needed challenge and opportunities for people in the organization to be creative in the achievement of its goals at a mean of 2.75 and very few respondents agreed that the board speeds up the execution of strategy at a mean of 2.74 as presented in Table 4.5.
Table 4.5: Effect of the Board of Directors in Strategy Execution

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board gives the direction to bring success to the achievement of the organization goals</td>
<td>3.22</td>
<td>2</td>
</tr>
<tr>
<td>The board provides the needed challenge and opportunities for people in the organization to be creative in the achievement of its goals.</td>
<td>2.75</td>
<td>3</td>
</tr>
<tr>
<td>The board implements their strategic plans to the achievement of the organization goals</td>
<td>3.33</td>
<td>1</td>
</tr>
<tr>
<td>The board speeds up the execution of strategy</td>
<td>2.74</td>
<td>4</td>
</tr>
</tbody>
</table>

4.3.2 Effect of the Board of Directors in the Management of Crises

The study examined the effect of the board of directors in the management of organization crises. Most of the respondents in Table 4.6 revealed that the board had a clear vision and the ability to turn the vision into reality at a mean of 3.33. This was followed by a large number of respondents who mentioned that the board adjusts the organization strategies in order to manage crises at a mean of 3.00 and few respondents agreed that the board creates opportunities for organizational growth at a mean of 2.88.

Table 4.6: Effect of the Board of Directors in the Management of Crises

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board adjusts the organization strategies in order to manage crises.</td>
<td>3.00</td>
<td>2</td>
</tr>
<tr>
<td>The board has a clear vision and the ability to turn the vision into reality.</td>
<td>3.33</td>
<td>1</td>
</tr>
<tr>
<td>The board creates opportunities for organizational growth</td>
<td>2.88</td>
<td>3</td>
</tr>
</tbody>
</table>

4.3.3 Effect of the Board of Directors on Teamwork

The study aimed to determine the effect of the board of directors on teamwork from the respondents involved in the study. It was established that most of the respondents agreed that the board leads the team to achieve the organization strategic objectives at a mean of 3.22.
A large proportion of the respondents agreed that the board motivates the team to carry out its duties and meet deadlines at a mean of 3.11 and the least number of the respondents mentioned that the board structure supports whatever strategy is in place at a mean of 2.67.

Table 4.7: Effect of the Board of Directors on Teamwork

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board leads the team to achieve the organization strategic objectives.</td>
<td>3.22</td>
<td>1</td>
</tr>
<tr>
<td>The board motivates the team to carry out its duties and meet deadlines.</td>
<td>3.11</td>
<td>2</td>
</tr>
<tr>
<td>The board structure supports whatever strategy is in place.</td>
<td>2.67</td>
<td>3</td>
</tr>
</tbody>
</table>

4.3.4 Effect of the Board of Directors on Strategy Communication

The study aimed to determine the effect of the board of directors on strategy communication from the respondents involved in the study. The findings revealed that the board ensures constant communication which is crucial for strategy implementation at a mean of 2.89 compared to the board seeks feedback from employees in regards to organization accomplishments at a mean of 2.44. This indicates that the respondents agreed that board ensures constant communication which is crucial for strategy implementation.

Table 4.8: Effect of the Board of Directors on Strategy Communication

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The board ensures constant communication which is crucial for strategy implementation.</td>
<td>2.89</td>
<td>1</td>
</tr>
<tr>
<td>The board seeks feedback from employees in regards to organization accomplishments.</td>
<td>2.44</td>
<td>2</td>
</tr>
</tbody>
</table>
4.4 Internal Environment Effect on Strategy Implementation

4.4.1 Effect of Organization Structure on Strategy Implementation

To examine whether the organization structure affected strategy implementation from the respondents involved in the study. It was revealed that most of the respondents mentioned that the organization facilitates the flow of resources to accomplish the organizations goals at a mean of 3.33. This was followed by a large number of respondents mentioning that the employees’ skills were matched to their appropriate jobs so as to meet the organization goals and objectives at a mean of 3.22. Lastly, few respondents mentioned that great strategic plans of the organization were not implemented in a timely fashion at a mean of 2.67.

| The employees’ skills are matched to their appropriate jobs so as to meet the organization goals and objectives. | 3.22 | 2 |
| The organization facilitates the flow of resources to accomplish the organizations goals. | 3.33 | 1 |
| Great strategic plans of the organization are not implemented in a timely fashion. | 2.67 | 3 |

4.4.2 Effect of Marketing Factors on Strategy Implementation

To identify the effect of marketing factors on strategy implementation from the respondents involved in the study. It was found out that most of the employees are well trained to understand the dynamics of the business at a mean of 3.11 compared to the organization conducting market research to satisfy the needs of the physically disabled at a mean of 2.67. The findings indicated that the employees were trained to understand the dynamics of the business.
Table 4.10: Effect of Marketing Factors on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization conducts market research to satisfy the needs of the clients.</td>
<td>2.67</td>
<td>2</td>
</tr>
<tr>
<td>The employees are well trained to understand the dynamics of the business.</td>
<td>3.11</td>
<td>1</td>
</tr>
</tbody>
</table>

4.4.3 Effect of Human Resources on Strategy Implementation

The study aimed to identify the effect of human resources on strategy implementation from the respondents involved in the study. The findings established that most of the respondents agreed that the employee in the organization have the appropriate skills and qualifications to enhance their productivity at a mean of 3.33. Second, a large proportion of the respondents agreed that the Managers are well competent to run the organization at a mean of 3.31 and fewer respondents agreed that the organization hires the best employees in the market to improve its performance at a mean of 3.11.

Table 4.11: Effect of Human Resources on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee in the organization have the appropriate skills and qualifications to enhance their productivity.</td>
<td>3.33</td>
<td>1</td>
</tr>
<tr>
<td>The organization hires the best employees in the market to improve its performance</td>
<td>3.11</td>
<td>3</td>
</tr>
<tr>
<td>The Managers are well competent to run the organization</td>
<td>3.31</td>
<td>2</td>
</tr>
</tbody>
</table>

4.4.4 Effect of Financial Factors on Strategy Implementation

To identify the effect of financial factors on strategy implementation from the respondents involved in the study. It was found out that most of the respondents mentioned that the organization faces financial challenges in carrying out its operations at a mean of 3.56 compared to those respondents that the organization is faced with budgeting challenges to achieve its goals and objectives at a mean of 3.33.
The findings indicated that there were faces financial challenges in the organization executing its strategy implementation.

### Table 4.12: Effect of Financial Factors on Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization faces financial challenges in carrying out its operations.</td>
<td>3.56</td>
<td>1</td>
</tr>
<tr>
<td>The organization is faced with budgeting challenges to achieve its goals and objectives.</td>
<td>3.33</td>
<td>2</td>
</tr>
</tbody>
</table>

#### 4.4.5 Effect of Management Functions on Strategy Implementation

The study aimed to identify the effect of management functions on strategy implementation from the respondents involved in the study. The findings established that most of the respondents agreed that the management efficiently allocates its resources for the purpose of accomplishing a goal at a mean of 3.44. Second, a large proportion of the respondents agreed that the management recruits and retains the best employees in the organization at a mean of 3.33 and fewer respondents agreed that there was career development and motivation in order to accomplish organization tasks at a mean of 2.67.

### Table 4.13: Effect of Management Functions on Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management efficiently allocates its resources for the purpose of accomplishing a goal.</td>
<td>3.44</td>
<td>1</td>
</tr>
<tr>
<td>The management recruits and retains the best employees in the organization.</td>
<td>3.33</td>
<td>2</td>
</tr>
<tr>
<td>There is career development and motivation in order to accomplish organization tasks.</td>
<td>2.67</td>
<td>3</td>
</tr>
</tbody>
</table>
4.5 External Environment Effect on Strategy Implementation

4.5.1 Effect of Political Factors on Strategy Implementation
To understand effect of political factors on strategy implementation, the findings established that unfair government policies limits donor funding at a mean of 2.25. In addition, the regulatory framework limits the organization from serving the clients well at a mean of 2.00 and very few respondents agreed that the government provides resource support for the organization to fulfill its goals at a mean of 1.56. This shows that government policies can affect the implementation of strategy in the organization.

Table 4.14: Effect of Political Factors on Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory framework limits the organization from serving the clients well.</td>
<td>2.00</td>
<td>2</td>
</tr>
<tr>
<td>Unfair government policies limits donor funding</td>
<td>2.25</td>
<td>1</td>
</tr>
<tr>
<td>The government provides resource support for the organization to fulfill its goals.</td>
<td>1.56</td>
<td>3</td>
</tr>
</tbody>
</table>

4.5.2 Effect of Economic Factors on Strategy Implementation
In evaluating the effect of economic factors on strategy implementation, the findings in Table 4.19 indicated that there were difficulties in attracting donor funding to finance the appropriate organization strategies at a mean of 2.75 compared to having adequate donor support for the organization to fulfill its goals at a mean of 1.89.

Table 4.15: Effect of Economic Factors on Strategy Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is adequate donor support for the organization to fulfill its goals.</td>
<td>1.89</td>
<td>2</td>
</tr>
<tr>
<td>There are difficulties in attracting donor funding to finance the appropriate organization strategies.</td>
<td>2.75</td>
<td>1</td>
</tr>
</tbody>
</table>
4.5.3 Effect of Social-Cultural Factors on Strategy Implementation

To identify the effect of social-cultural factors on strategy implementation from the respondents involved in the study. It was found that most of the respondents agreed that the needs of the visually impaired are well served at a mean of 3.22. Second, a large number of the respondents agreed that the organization is slow in responding to the client needs at a mean of 2.00 and most managers lacked the education linkage of developing appropriate organization strategies at a mean of 1.89.

Table 4.16: Effect of Social-Cultural Factors on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most managers lack the education linkage of developing appropriate organization strategies.</td>
<td>1.89</td>
<td>3</td>
</tr>
<tr>
<td>The organization is slow in responding to the client needs.</td>
<td>2.00</td>
<td>2</td>
</tr>
<tr>
<td>The needs of the visually impaired are well served.</td>
<td>3.22</td>
<td>1</td>
</tr>
</tbody>
</table>

4.5.4 Effect of Technology Factors on Strategy Implementation

In evaluating the effect of technology factors on strategy implementation, the findings in Table 4.21 indicated that the organization has implemented the latest technology in its operations management at a mean of 3.75. This was followed by few respondents who mentioned that the organization lacks ICT infrastructure that hinder effective implementation of the organization strategies at a mean of 2.38 and the organization using technology to efficiently produce its materials at a mean of 2.25.

Table 4.17: Effect of Technology Factors on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The lack of ICT infrastructure has hindered effective implementation of the organization strategies.</td>
<td>2.38</td>
<td>2</td>
</tr>
<tr>
<td>The organization uses technology to efficiently produce its materials.</td>
<td>2.25</td>
<td>3</td>
</tr>
<tr>
<td>The organization has implemented the latest technology in its operations management.</td>
<td>3.75</td>
<td>1</td>
</tr>
</tbody>
</table>
4.5.5 Effect of Competition Factors on Strategy Implementation

The study aimed to identify the competition factors on strategy implementation from the respondents involved in the study. The findings in Table 4.22 established that most of the respondents agreed that the organization provides a wide array of services to help the visually impaired at a mean of 3.75 without thinking that the organization operates under the assumption that it is different from others at a mean of 2.25.

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization operates under the assumption that it is different from others.</td>
<td>2.25</td>
<td>2</td>
</tr>
<tr>
<td>The organization provides a wide array of services to help the visually impaired.</td>
<td>3.75</td>
<td>1</td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

The findings on the effect of the board of directors in strategy implementation established that the board of directors is responsible for translating the strategy into small sections that are easy to implement. The board of directors gives the organization the opportunity to create contingency plans for the identified risks, which could negatively or positively impact the implementation of the strategy or the organization at large. The findings on the effect of the internal environment on strategy implementation revealed an organization structure facilitates the flow of resources around and out of the company in line with the organization vision and objectives. The findings on the effect of the external environment on strategy implementation illustrated that the governments can shape the operations of an organization through enacting laws, policies and its authority causing effects at the strategic implementation process. Unfair government policies limits donor funding. The regulatory framework limits the organization from serving the clients well. The challenge organizations face today is to learn and familiarize themselves with the new technological innovations that are efficient in running the day to day functions of the institution.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the major findings on the factors affecting the implementation of strategies at African Braille Centre. The findings are spelt out in consonance with the objectives of the study. The researcher delves into a deeper discussion on the major findings in relation to the literature reviewed presented in chapter two.

5.2 Summary
The general objective of this study was to investigate the factors affecting the implementation of strategies at African Braille Centre. The study was guided by the following research objectives: To determine how board of directors affects the implementation of strategy, to determine how internal environment affects the implementation of strategy and to examine how the external environment affects the implementation of strategy.

Descriptive research design was adopted for this study because it will offer a profile of relevant aspects which are of interest to the organization, individuals and management. The sampling frame comprised of the board members, management team and the technical staff and the information will be sourced from African Braille Centre human resources department. The sampling technique chosen was simple random sampling technique. The study implemented primary data collection. Primary data was gathered by the use of questionnaires to solicit information from the respondents. The respondents were called and requested for their time prior to sending the actual questionnaire.

A pilot test involving 2 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questionnaires. In this study, the descriptive statistics such as percentages and frequency distribution was used to analyze the demographic profile of the participants. The demographic data was tabulated using frequency and percentages. In order to describe the data, the study used means of each variable. The results of the study were presented using tables and figures. Data analysis was conducted using the Statistical Package for Social Science (SPSS).
On the effect of the board of directors in strategy implementation, the findings established that a significant number of the respondents agreed that the board implements and directs their strategic plans to the achievement of the organization goals at a mean of 3.33 but respondents agreed that the board provides the needed challenge and opportunities for people in the organization to be creative in the achievement of its goals at a mean of 2.75. A large proportion of the respondents revealed that the board had a clear vision and the ability to turn the vision into reality at a mean of 3.33. Teamwork is another crucial factor in strategy implementation. A large proportion of the respondents agreed that the board motivates the team to carry out its duties and meet deadlines at a mean of 3.11.

On the effect of the internal environment on strategy implementation, the findings revealed that most of the respondents mentioned that the organization facilitates the flow of resources to accomplish the organization's goals at a mean of 3.33. A large number of respondents mentioned that the employees’ skills were matched to their appropriate jobs so as to meet the organization's goals and objectives at a mean of 3.22. It was also found out that most of the employees are well trained to understand the dynamics of the business at a mean of 3.11 for strategic plans of the organization to be implemented on a timely fashion. It was found out that most of the respondents mentioned that the organization faces financial challenges in carrying out its operations at a mean of 3.56 compared to those respondents that the organization is faced with budgeting challenges to achieve its goals and objectives at a mean of 3.33.

On the effect of the external environment on strategy implementation, the findings established that unfair government policies limits donor funding at a mean of 2.25. In addition, the regulatory framework limits the organization from serving the clients well at a mean of 2.00 and very few respondents agreed that the government provides resource support for the organization to fulfill its goals at a mean of 1.56. The findings indicated that there were difficulties in attracting donor funding to finance the appropriate organization strategies at a mean of 2.75 compared to having adequate donor support for the organization to fulfill its goals at a mean of 1.89. Few respondents mentioned that the organization lacks ICT infrastructure that hinder effective implementation of the organization strategies at a mean of 2.38 and the organization using technology to efficiently produce its materials at a mean of 2.25.
5.3 Discussion

5.3.1 Board of Directors and Strategy Implementation

The board of directors implements and directs their strategic plans to the achievement of the organization goals at a mean of 3.33. This shows that a successful strategy implementation starts with a good strategy formulation at the top of management. Similarly, Schaap (2012) suggested that the formulated strategy is not implementable, and then it is deemed to fail from the start. It was also found out that the board provides the needed challenge and opportunities for people in the organization to be creative in the achievement of its goals at a mean of 2.75. Higgins (2005) also asserts that key personnel in the process of strategy formulation create ownership of strategic decisions, which are crucial for the success of the strategy implementation.

Respondents revealed that the board had a clear vision and the ability to turn the vision into reality at a mean of 3.33. This indicates that top management formulates and directs the implementation of strategy. This is supported by Schaap (2012) study that the board of directors is responsible for translating the strategy into small sections that are easy to implement. Other times, the board of directors expects potential risks in the implementation of strategy. A large number of respondents who mentioned that the board adjusts the organization strategies in order to manage crises at a mean of 3.00 and few respondents agreed that the board creates opportunities for organizational growth at a mean of 2.88. In most cases, Thompson et al. (2006) suggest that the board of directors gives the organization the opportunity to create contingency plans for the identified risks, which could negatively or positively impact the implementation of the strategy or the organization at large.

The study established that the board leads the team to achieve the organization strategic objectives at a mean of 3.22. This shows that key personnel in the organization are crucial for the success of the strategy implementation. A large proportion of the respondents agreed that the board motivates the team to carry out its duties and meet deadlines at a mean of 3.11. This indicates that teamwork is another crucial factor in strategy implementation.
A small proportion of the respondents mentioned that the board structure supports the team in whatever strategy that takes in place at a mean of 2.67. The lack of teamwork, on the other hand, may lead to the failure of strategy implementation. People are the second important resource. Higgins, (2005) explains that board of directors with the right skills for the new strategic decisions should be involved in the implementation. Furthermore, employees should have enough time available for the implementation. They should either be freed from other tasks or they should understand the priorities given to their different tasks. Enough time should, in general, be allocated to the implementation process.

The findings revealed that the board ensures constant communication which is crucial for strategy implementation at a mean of 2.89 compared to the board seeks feedback from employees in regards to organization accomplishments at a mean of 2.44. This indicates that the respondents agreed that board ensures constant communication which is crucial for strategy implementation. Miniace and Falter (1996) suggests that communication stands out as the key success factor when it comes to strategy implementation. It is imperative for the board of directors to develop a comprehensive communication plan in order to improve the success rate of its implementation programme. Similarly, Peters and Waterman (1988) argue that the role of the board is to facilitate effective communication between senior management and employees.

5.3.2 Internal Environment and Strategy Implementation

The study revealed that the organization facilitates the flow of resources to accomplish the organizations goals at a mean of 3.33. Watson (2002) an organizational structure organizes the resources and arranges people for work can be performed and goals met Watson (2002) argues that an organization structure should facilitate the flow of resources around and out of the company in line with the organization vision and objectives. Dessler (2004) outlines that the organization resources as consisting of the organizational structure, size of the firm, the firm’s record in achieving objectives, organization of communication network, overall organizational control system, use of systematic procedures in decision making, strategic planning system, intra-organizational synergy, hierarchy of objectives and ability of management teams, record of success policies, procedures and rules, and government influences.
Employees’ skills were matched to their appropriate jobs so as to meet the organization goals and objectives at a mean of 3.22. This was also confirmed by most of the employees who were well trained to understand the dynamics of the business at a mean of 3.11 for strategic plans of the organization to be implemented on a timely fashion. According to Peeling (2005) in order for an organization to survive and prosper in a rapidly changing environment, organizations have to consistently use strategies of various types and levels to become more competitive and profitable. This seems to be one of the key areas of enhancing competitive advantage is through the human resource development.

The findings established employees in the organization have the appropriate skills and qualifications to enhance their productivity at a mean of 3.33. Similarly, Dimba (2010) suggests that the best practices of human resource development involve recruitment, training, staff appraisals, and compensation systems that can directly and indirectly improve organizational performance. However, Chang and Huang (2005) states that the human resource should focus less on the traditional functions such as staffing, training, appraisal and compensation and focus on team-based job designs, flexible workforces, quality improvement practices, employee empowerment and incentive compensation in order to improve organization performance and create competitive advantage in strategy implementation. A large proportion of the respondents agreed that the managers are well competent to run the organization at a mean of 3.31

It was found out that the organization faces financial challenges in carrying out its operations at a mean of 3.56 compared to those respondents that the organization is faced with budgeting challenges to achieve its goals and objectives at a mean of 3.33. This suggests that funding and investment decisions in the organization are very critical component in the implementation of organization strategy. The findings indicated that the organization was facing financial challenges that were affecting strategy execution. Saffold (2005) suggests that good management of budgeting and financial record keeping is critical to the achievement of the organizational goals and objectives as well as strategy implementation.
The findings established that management efficiently allocates its resources for the purpose of accomplishing organizational goals at a mean of 3.44 and a mean of 2.67 agreed that there was career development and motivation in order to accomplish organization tasks. Stephen and Coulter, (1999) suggests that management functions comprises of planning, organizing, allocation of resources, directing and controlling an organization or effort for the purpose of accomplishing a goal. These include the allocation of human resources, financial resources, technological resources, and natural resources. Rees and Porter (2001) also suggests that since the management functions to satisfy various stakeholders, the management also have a duty of retaining their employees through training, career development and motivation in order to perform the work in the organization in various departments. In addition, the management also has the task of innovating and of improving the functioning of organizations. For strategies at the institution to be implemented, all management functions must coordinate well towards achieving the organization objectives.

5.3.3 External Environment and Strategy Implementation

The findings established that unfair government policies limits donor funding at a mean of 2.25. According to Saffold (2005), governments can shape the operations of an organization through enacting laws, policies and its authority causing effects at the strategic implementation process. For instance, the government requires that children be given special protection and care at all times, including to improvement and development of their education, in consideration of their physical disabilities. In addition, the regulatory framework limits the organization from serving the clients well at a mean of 2.00 and very few respondents agreed that the government provides resource support for the organization to fulfill its goals at a mean of 1.56. This shows that the government should support the organization in the implementation of its strategy by ensuring that the minorities and marginalised groups are provided special opportunities in educational and economic fields.
A big boost was given to the rights of people with visual impairment and other disabilities through the enactment of the ‘Persons with Disabilities Act, 2003’. ABC inspects the adequacy of Braille library at an integrated school with a vision on ensuring that those who are visual impairment have access to educational, professional and general interest materials as well as devices and services suited to their needs ABC (2014). To accomplish this vision, ABC promotes and enhances the education and professionalism among persons with visual impairment by improving their social and economic welfare through provision of necessary materials and devices and extends other related services to them.

The findings indicated that there were difficulties in attracting donor funding to finance the appropriate organization strategies at a mean of 2.75 compared to having adequate donor support for the organization to fulfill its goals at a mean of 1.89. Pearce and Robinson (2007) suggest that the lack of sufficient funds for investment generally translates into lack of sufficient funds to buy equipment and machinery which are used in the production process thereby hampering an organizational ability to implement its strategy. This suggests that funding is necessary for the survival and the development of local NGOs. Vincent (2006) suggests that to appreciate the challenges of financial sustainability it is necessary to understand the potential sources of revenue for the NGO sector.

The findings that the organization has implemented the latest technology in its operations management at a mean of 3.75. Since we are living in the high tech era, most organizations require human resource activities that require specialized expertise. Similarly, Moore (2005) argues that technological change is the engine of long term organization growth. Few respondents mentioned that the organization lacks ICT infrastructure that hinder effective implementation of the organization strategies at a mean of 2.38 and the organization using technology to efficiently produce its materials at a mean of 2.25. Reeder, Brierty and Reeder (2001) suggests that all organizations must strive to understand the existing technological advances that can affect their performance and strategy implementation.
The findings established that most of the respondents agreed that the organization provides a wide array of services to help the visually impaired at a mean of 3.75. Desimone, Werner and Harris (2002) suggests that the challenge of companies today is to learn and familiarize themselves with the new technological innovations that are efficient in running the day to day functions of the company. However, Kiprotich (2008) explains that the road towards the achievement of the vision and mission of ABC in addressing issues of disabilities in general and in particular issues of visual impairment has not been successful. But this strategy must be linked to the organization’s objective and of course must relate to the implementation of strategy. At ABC, the organization is providing special skills and materials for people with disabilities as blind children are learning through braille books and talking books (recordings on records or tapes).

5.4 Conclusion

5.4.1 Board of Directors and Strategy Implementation

Successful strategy implementation starts with a good strategy formulation at the top of management. The top management formulates and directs the implementation of strategy. The board of directors is responsible for translating the strategy into small sections that are easy to implement. The board of directors expects potential risks in the implementation of strategy. The board of directors gives the organization the opportunity to create contingency plans for the identified risks, which could negatively or positively impact the implementation of the strategy or the organization at large. Key personnel in the organization are crucial for the success of the strategy implementation. Lack of teamwork may lead to the failure of strategy implementation. The board ensures constant communication which is crucial for strategy implementation.

5.4.2 Internal Environment and Strategy Implementation

An organizational structure organizes the resources and arranges people for work can be performed and goals met. An organization structure should facilitate the flow of resources around and out of the company in line with the organization vision and objectives. For an organization to achieve its objectives, tasks should be allocated effectively to various functional areas. In order for an organization to survive and prosper in a rapidly changing environment, organizations have to consistently use strategies of various types and levels to become more competitive and profitable.
One of the key areas of enhancing competitive advantage is through the human resource development in strategy implementation. The employee in the organization has to have the appropriate skills and qualifications to execute strategy implementation. All management functions must be coordinated well towards achieving the organization strategy.

5.4.3 External Environment and Strategy Implementation

The governments can shape the operations of an organization through enacting laws, policies and its authority causing effects at the strategic implementation process. Unfair government policies limits donor funding. The regulatory framework limits the organization from serving the clients well. This shows that the government should support the organization in the implementation of its strategy by ensuring that the minorities and marginalized groups are provided special opportunities in educational and economic fields. There have been difficulties in attracting donor funding to finance the appropriate organization strategies. Funding is necessary for the survival and the development of organization in the execution of its strategy. Lacks ICT infrastructure may hinder effective implementation of the organization strategies. Organizations must strive to understand the existing technological advances that can affect their performance and strategy implementation. The challenge organizations face today is to learn and familiarize themselves with the new technological innovations that are efficient in running the day to day functions of the institution.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Board of Directors and Strategy Implementation

The study recommends that successful implementation of strategy should start with a good strategy formulation by the top of management then passed on to a qualified personnel for execution. The board of directors should be responsible for translating the strategy into periodic strategic intervention plans that are easy to implement. They should also have the ability to identify potential risks in the strategy implementation.
The board of directors should give the organization the opportunity to create contingency plans for the identified risks, which could negatively or positively impact the implementation of the strategy or the organization at large. Key personnel in the organization should be considered as essential for the success of the strategy implementation.

5.5.1.2 Internal Environment and Strategy Implementation
The study recommends that the organization should organize its resources for work to be performed and goals met. An organization structure should facilitate the flow of resources around and out of the company in line with the organization vision and objectives to implement its strategy. For an organization to achieve its objectives, tasks should continuously be allocated effectively to various functional areas. The centre should use various strategies to become more competitive and profitable. Human resource development is critical for effective strategy implementation. The employee in the organization should be trained with appropriate skills and qualifications to execute strategy implementation. All management functions should be coordinated well towards achieving the organization strategy.

5.5.1.3 External Environment and Strategy Implementation
The study recommends that the government can shape the operations of an organization by enacting laws, policies for strategy implementation. The regulatory framework should be supportive in ensuring the centre meets its goals and objectives. The government should be supportive and assist the organization in ensuring that the minorities and marginalized groups are provided for special opportunities in educational and economic fields. Donors should be encouraged to fund appropriate organization strategies. Investment in ICT infrastructure may assist the organization in the implementation of the organization strategies. Organizations must strive to understand the existing technological advances that can affect their performance and strategy implementation.
5.5.2 Recommendation for Further Research

The study recommends that future researchers can carry out a research on public private partnerships between NGOs and government. For instance, the researcher can explore how ABC can work with Ministry of Education to produce Braille learning materials for visually impaired person’s at large scale. ABC is one of the two Braille production units in the country and is playing a very critical role of ensuring visually impaired learners in public schools have access to learning materials. However, the institution is currently undergoing serious funding crisis after one of their main donors withdrew funding support in 2013.

The government has embraced public private partnerships with private and non- state actors to complement each other’s work to achieve the overall goal of providing Free Education for All. However, the government policies does not provide for funding to civil society institutions compromising current efforts of ensuring adequate supply of Braille learning materials. This is an area that requires further research to advice on policy position in regard to Public Private Partnerships in the future.
REFERENCES


Dear Sir/Madam,

RE: RESEARCH STUDY

I am pleased to inform you that I am a student at United States International University pursuing a degree of Executive Masters in Organization Development (EMOD). As partial fulfillment for my degree, I am conducting research on the factors affecting the implementation of strategies.

Please note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Yours faithfully,

Mary Muturi
APPENDIX II: QUESTIONNAIRES

This study is a requirement for the partial fulfillment of the degree of Executive Masters in Organization Development (EMOD). The purpose of this research is to investigate the factors affecting the implementation of strategies. Please note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Section A: Bio-Data

Kindly answer all the questions by ticking in the boxes or writing in the spaces provided.

1. What gender are you: Male □ Female □

2. What is your age range?
   18-28 yrs □
   29-39 yrs □
   40-50 yrs □
   Above 50 yrs □

3. For how long have you worked for the organization?
   Less than 5 years □
   5-10 years □
   11-15 years □
   Above 15 years □

4. For how long have you worked in your current position?
   Less than 5 years □
   5-10 years □
   11-15 years □
   Above 15 years □

5. Education Level
   Secondary school □
   Undergraduate level □
   College level □
   Graduate level □

6. Management Level
   Senior Management □ Middle management □ Non-management □

7. Are you satisfied with the implementation of the organization strategy?
   Yes □ No □
Section B: Board of Directors and Strategy Implementation

Please tick the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4 = strongly agree. Circle (O) which best describes your opinion of the statement.

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The board gives the direction to bring success to the achievement of the organization goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>The board provides the needed challenge and opportunities for people in the organization to be creative in the achievement of its goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>The board adjusts the organization strategies in order to manage crises.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>The board has a clear vision and the ability to turn the vision into reality.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>The board implements their strategic plans to the achievement of the organization goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>The board creates opportunities for organizational growth.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>The board seeks feedback from employees in regards to organization accomplishments.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>The board motivates the team to carry out its duties and meet deadlines.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>The board leads the team to achieve the organization strategic objectives.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>The board structure supports whatever strategy is in place.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>The board speeds up the execution of strategy.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>The board ensures constant communication which is crucial for strategy implementation.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

13. What other factors not mentioned above affect the implementation of organization strategy?

__________________________________________________________________________________________
### Section C: Internal Environment and Strategy Implementation

Please tick the extent to which you agree with the following statements by using a scale of 1 to 4 where 1 = strongly disagree and 4 = strongly agree. Circle (O) which best describes your opinion of the statement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Organization Structure:</strong> The employees’ skills are matched to their appropriate jobs so as to meet the organization goals and objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>2.</strong> The organization facilitates the flow of resources to accomplish the organizations goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>3.</strong> Great strategic plans of the organization are not implemented in a timely fashion.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>4. Marketing Factors:</strong> The organization conducts market research to satisfy the needs of the clients.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>5.</strong> The employees are well trained to understand the dynamics of the business.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>6. Human Resources Factors:</strong> The employee in the organization have the appropriate skills and qualifications to enhance their productivity.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>7.</strong> The organization hires the best employees in the market to improve its performance</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>8.</strong> The Managers are well competent to run the organization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>9. Information Systems Factors:</strong> The organization uses technology to efficiently produce its materials.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>10. Financial Factors:</strong> The organization faces financial challenges in carrying out its operations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>11.</strong> The organization is faced with budgeting challenges to achieve its goals and objectives.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>12. Technology:</strong> The organization has implemented the latest technology in its operations management.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>13. Management Functions as a factor of Internal Environment:</strong> The management efficiently allocates its resources for the purpose of accomplishing a goal</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>14.</strong> The management recruits and retains the best employees in the organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>15.</strong> There is career development and motivation in order to accomplish organization tasks.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>16.</strong> What other factors not mentioned above affect the implementation of the organization strategy?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section D: External Environment and Strategy Implementation

Please tick the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4 = strongly agree. Circle (O) which best describes your opinion of the statement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>14. Political: Regulatory framework limits the organization from serving the clients well.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15. Unfair government policies limits donor funding</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16. The government provides resource support in accomplishing the organization goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>17. Economic: There is adequate donor support for the organization to fulfill its goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>18. There are difficulties in attracting donor funding to finance the appropriate organization strategies.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>19. Social-Cultural: Most managers lack the education linkage of developing appropriate organization strategies</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>20. The organization is slow in responding to the client needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>21. The needs of the visually impaired are well served.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>22. Technology: The lack of ICT infrastructure has hindered effective implementation of the organization strategies</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

23. What other factors not mentioned above affect the implementation of organization strategy?

____________________________________________________________________